



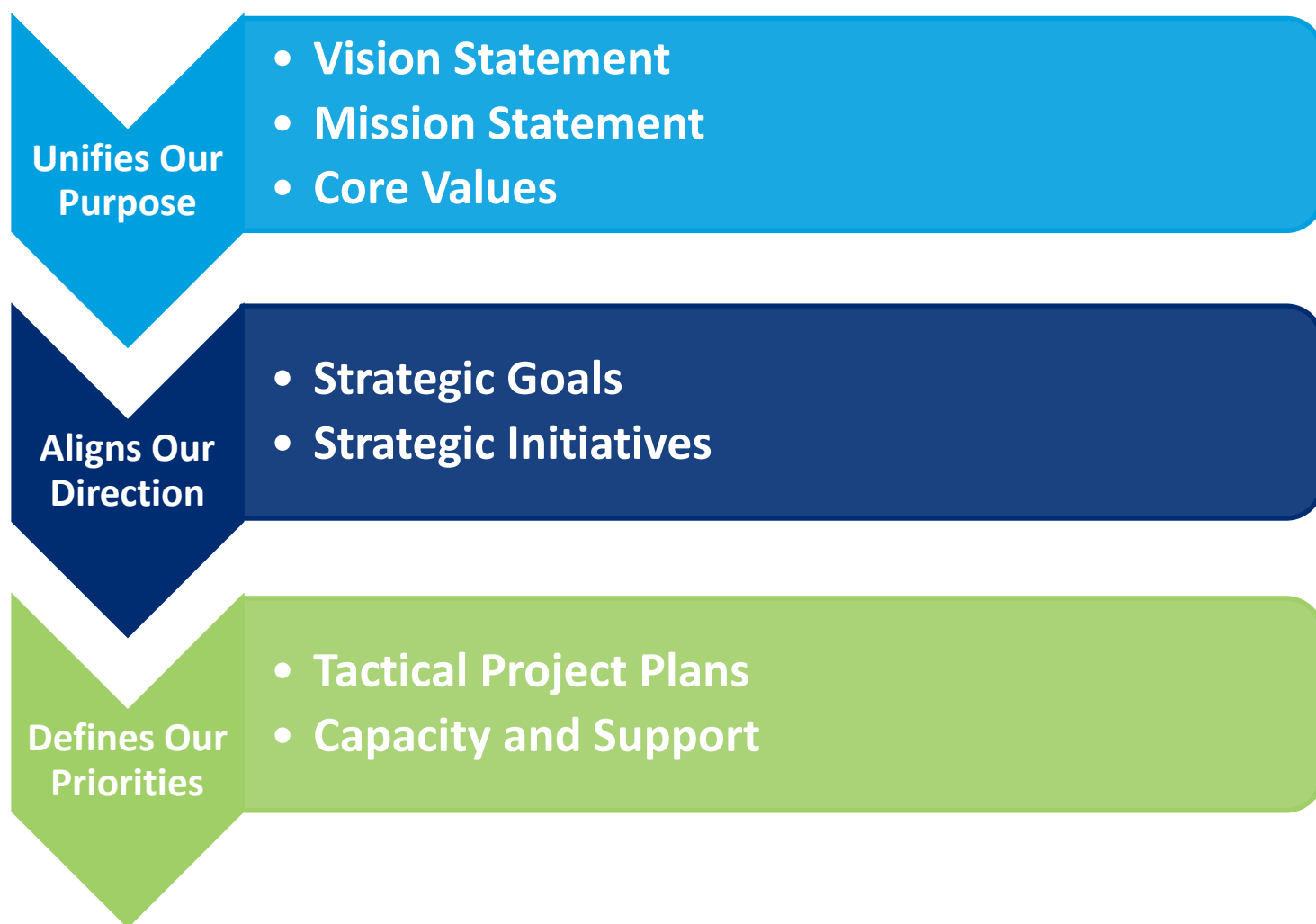
blue granite
water companySM

Local service supporting vibrant communities.

Strategic Plan



Moving Forward with Purpose



Vision

To be the preferred private water and wastewater utility for South Carolina customers and communities

Mission

To improve the quality of life for our customers and communities by providing safe, reliable, and cost-effective water and wastewater services while promoting environmental stewardship

VISION

To be the preferred private water and wastewater utility for South Carolina customers and communities



Core Values

Our Core Values are the non-negotiables of our corporate character, defining our organizational beliefs about how we interact with others, what shapes our decision processes, and how we will achieve our mission.

Core Value Statements



Prioritize Safety:

We prioritize the safety of our teammates, our customers, and our communities. We think safe, act safe, and stay safe.



Embrace Service:

We embrace our responsibility to reliably serve our customers, our communities, and each other in a respectful manner, relying upon clear and uncompromised commitments to integrity, trust, dependability, and responsiveness.



Inspire Innovation:

We encourage and empower our teams to find creative solutions to promote and enhance the safe, reliable, and cost-effective delivery of water and wastewater services while promoting environmental stewardship.



Promote Teamwork:

We foster an inclusive and collaborative environment, valuing the diversity of thoughts, experience, and expertise of our teammates, our customers, our regulators, and our communities.



Pursue Excellence:

We are steadfast in our commitment to the highest achievable standards of quality and professionalism in our pursuit of delivering safe, reliable, and cost-effective water and wastewater services while promoting environmental stewardship.

Strategy in Action

- **Strategic Goals answer the question of “how” we will achieve our Mission and Vision**
 - High level direction that guides the company’s focus and resources
- **Strategic Initiatives are Strategic Goal enablers**
 - More specific direction on how to achieve the goal, also called “goal enablers”
- **Tactical Project Plans implement the Strategic Goals**
 - Individual work efforts undertaken to advance the company’s strategies



Company Strategic Goals

Our company's strategic goals comprise four key focus areas, reflecting the imperatives that unite our teams, align our work, and enable us to achieve our mission.

Collaboration and Engagement:



Communicate and engage with our team members, customers, and communities with relevant and timely billing, service, and operational information to improve stakeholder awareness and collaboration.

Strong Financial Performance:



Manage and plan business costs, pursue growth, and mitigate enterprise risks in a prudent manner to engender trust and confidence in our financial responsibility and ensure access to needed capital.

World Class Talent:



Attract and retain top talent to deliver dependable, timely, courteous, and quality services to meet the needs of our customers and communities.

Operational and Service Excellence:



Develop our people, strengthen our processes, and invest in our technology to support a high-performance organization and a culture of continuous improvement.



Strategy 1: Collaboration and Engagement

Communicate and engage with our team members, customers, and communities with relevant and timely billing, service, and operational information to improve stakeholder awareness and collaboration.

Strategic Initiatives

1.1 Engage Employees:

Engage BGWC teammates to build familiarity with company strategies, initiatives, and core values in order to position employees to better serve our customers and communities.

1.2 Celebrate Customers:

Adopt a customer-focused mindset by employing policies, procedures, training, and measurements that reinforce the importance of delivering services in a professional manner; promote customer awareness of company initiatives.

1.3 Champion Community:

Promote economic vitality and environmental stewardship in the communities we serve through active collaboration with community leaders, public officials, and environmental and customer advocacy groups.

1.4 Create Transparency:

Increase regulatory transparency by providing routine financial, operational, compliance, and service updates to environmental and financial regulators.

1.5 Inform Public Policy:

Provide timely and relevant facts, knowledge, and insights to policy makers to help inform public policy.



Strategy 2: Strong Financial Performance

Manage and plan business costs, pursue growth, and mitigate enterprise risks in a prudent manner to engender trust and confidence in our financial responsibility and ensure access to needed capital.

Strategic Initiatives

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|-----------------------------------|---|
| 2.1 <i>Manage Our Costs:</i> | <i>Engage in proactive cost management activities that improve efficiencies and contain cost growth.</i> |
| 2.2 <i>Recover Costs Timely:</i> | <i>Pursue alternative rate making methodologies to improve timeliness of cost recovery of prudent expenditures.</i> |
| 2.3 <i>Deploy CapEx for OpEx:</i> | <i>Deploy capital to modernize and upgrade operations infrastructure and systems to reduce future operating expenses in the business.</i> |
| 2.4 <i>Mitigate Risks:</i> | <i>Identify, manage, and track enterprise risks to better anticipate and mitigate financial and operational risks.</i> |
| 2.5 <i>Pursue Smart Growth:</i> | <i>Seek growth through targeted acquisitions, business consolidations, and existing service area expansions.</i> |



Strategy 3: World Class Talent

Attract and retain top talent to deliver dependable, timely, courteous, and quality services to meet the needs of our customers and communities.

Strategic Initiatives

3.1 Recruit the Best:

Bring on top talent through targeted outside hires and internal talent development; provide an efficient and welcoming hiring and onboarding process for new and future team members.

3.2 Develop Our Own:

Provide opportunities for employees to advance their knowledge, skills and licensures; actively promote the company's Ready Now, Ready Next program.

3.3 Reward and Retain Talent:

Provide industry competitive pay, incentives, and benefits offerings, as well as promote a healthy work-life balance.

3.4 Promote Teamwork:

Promote a fun, collaborative work environment that fosters hard work and team unity, and celebrates success.



Strategy 4: Operational and Service Excellence

Strengthen our processes and invest in technology to support a high performance organization, outstanding customer service, and a culture of continuous improvement.

Strategic Initiatives

4.1 Embrace Technology:

Modernize the company's infrastructure and systems through the deployment of new technologies to better support service reliability, operational performance, and regulatory compliance.

4.2 Lead From Within:

Serve as a model for best practices in water and wastewater utility operations, management, and construction.

4.3 Build Resilience:

Make investments in infrastructure and implement plans and procedures to ensure the operation of critical company functions and services during emergency situations.

4.4 Beyond Compliance:

Implement initiatives to improve and sustain the safety and well-being of our teammates and the environment.

4.5 Customers First:

Improve service delivery to the customer through new online services, greater access to the company, and new customer service options that enhance the customer experience.



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Our Cultural Norms

Cultural norms are shaped by our company's Core Values and expectations about how we will conduct the business of Blue Granite Water Company. Our Core Values are those beliefs that are foundational to our culture, define how we interact with one another, shape our decision-making, and guide our organization as we pursue our mission. Our Core Values are the non-negotiables of our company's character. These Cultural Norms give clarity to how we live out our Core Values. They provide meaningful and actionable expectations for what it looks like when we embrace service, inspire innovation, promote teamwork, pursue excellence, and prioritize safety.

Prioritize Safety

We prioritize the safety of our teammates, our customers and our communities. We think safe, act safe and stay safe.

- We share accountability for safety
- We promptly identify, evaluate, and address issues affecting safety
- We plan and control work activities to maintain safety
- We seek opportunities to continuously improve safe work practices
- We foster a safety-conscious work environment where employees feel comfortable raising safety concerns without fear of retaliation

Embrace Service

We embrace our responsibility to reliably serve our customers, our communities, and each other in a respectful manner, relying upon clear and uncompromised commitments to integrity, trust, dependability, and responsiveness.

- We take initiative, knowing that customer service is everyone's responsibility
- We deliver services that are respectful of the communities and customers we serve
- We help others find solutions to the questions and challenges they have
- We provide timely, consistent, and helpful communications
- We follow through on our commitments

Inspire Innovation

We encourage and empower our teams to find creative solutions to promote and enhance the safe, reliable, and cost-effective delivery of water and wastewater services while promoting environmental stewardship.

- We make time to be intentional about thinking differently
- We solve problems, challenge the status quo, and pursue change together to find solutions
- We seek and incorporate feedback and ideas from our regulators, contractors, community leaders, and customers
- We learn from our experiences while remaining focused on building our future

Promote Teamwork

We foster an inclusive and collaborative environment, valuing the diversity of thoughts, experience, and expertise of our teammates, our customers, our regulators, and our communities.

- We build unity and support the goals of our company and teammates
- We respect all voices and, while we may disagree, we are never disrespectful
- We take ownership of our common goals and work collectively toward that success
- We work through conflict professionally, actively listening and with an open mind
- We take time together to enjoy work

Pursue Excellence

We are steadfast in our commitment to the highest achievable standards of quality and professionalism in our pursuit of delivering safe, reliable, and cost-effective water and wastewater services while promoting environmental stewardship.

- We take pride in our work, in every detail
- We set clear goals that drive us to raise our standards and deliver our best
- We focus on getting timely results while working on the highest priority activities
- We take full responsibility for our choices, decisions, actions and attitudes in every situation
- We dedicate time, resources, and energy toward the pursuit of continuous improvement